

PLANNING AHEAD

Notes for the Planning and Policy
Community



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A Note from the Leader of the Planning Community of Practice

It is with great pleasure that I announce this year’s planning award recipients. The Planning Excellence Award for 2008 will be awarded to Ms. Sara Schultz of the Sacramento District. Ms Shultz was selected based upon her use of the collaborative approach and a consistent application of the planning process to revitalize the once stalled Orestimba Creek Feasibility Study and identify a workable solution that now has a broad coalition of support from the sponsor, local landowners, agency representatives and interest groups.

The 2008 Outstanding Planning Achievement Award will be awarded to the Mississippi Coastal Improvements Program Project Delivery Team. The PDT completed the comprehensive planning effort culminating 2.5 years of intense expedited planning and design of a systemwide approach toward the recovery and development of resilient communities along the Mississippi coast.

The formal presentations of these awards will take place at the Senior Leaders Conference in August 2009.

Planning Smart, Building Strong

Theodore A. "Tab" Brown, P.E.
Chief, Planning and Policy HQUSACE

WORDS FROM THE EDITOR

In this month's issue of *Planning Ahead*, **Ms. Ada Benavides** of USACE Headquarters reports on the Eastern States workshop convened February 17-19 in Orlando as part of the "Building Strong Collaborative Relationships for a Sustainable Water Resources Future" initiative. Representatives of 10 eastern States and the District of Columbia, three interstate River Basin Commissions, seven Federal agencies, and 6 non-governmental organizations joined together to engage in a dialogue about critical water resources needs and strategies – especially partnerships – to address them.

Ms. Susan Smith of the Mississippi Valley Division reports on the MVD Planning Conference held 13-16 April in Moline, Illinois. The theme of the conference was "The Value of Review, Resources, and Regionalization."

Ms. Lisa Rabbe, Biologist in the Alaska District and a member of the Planning Associates Class of 2009

reports on the Planning Associates' "DC Experience" portion of their year long training program.

Other items of interest to readers of *Planning Ahead* this month include a call for papers for the 4th International Congress of Smart Rivers '21, scheduled to take place September 6-9, in Vienna, Austria. The theme of the conference is "The Future of Inland Navigation."

Also in this month's issue of *Planning Ahead* is a listing of employment opportunities around the Corps, upcoming PROSPECT training courses, a listing of conferences of interest to water resource professionals, and recent publications.

Thank you for your continued interest and support of *Planning Ahead*.

Ken Lichtman, Editor
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PLANNING CoP NEWS

Publication of Engineer Technical Letter (ETL) 1110-2-571: GUIDELINES FOR LANDSCAPE PLANTING AND VEGETATION MANAGEMENT AT LEVEES, FLOODWALLS, EMBANKMENT DAMS, AND APPURTENANT STRUCTURES

On 10 April 2009, USACE Headquarters published Engineer Technical Letter (ETL) 1110-2-571, "Guidelines For Landscape Planting and Vegetation Management at Levees, Floodwalls, Embankment Dams, and Appurtenant Structures."

This ETL provides guidelines to assure that landscape planting and vegetation management provide aesthetic and environmental benefits without compromising the reliability of levees, floodwalls, embankment dams, and appurtenant structures. It is important to note that all minimum guidelines presented within the ETL are just that—minimums. The dimensions of the vegetation-free and root-free zones defined in the ETL provide the minimum acceptable buffer between vegetation and flood damage reduction structures. For each individual project, the design team must consider whether or not these minimums are adequate to the specific needs and conditions of the project.

This ETL is intended as a guide for safe design and not as a restriction to the initiative of designers. These guidelines should be used with reasonable judgment and practicality, tailored to the specific requirements and conditions of each individual project. The integrated design of landscape plantings and vegetation management at flood damage reduction systems requires a coordinated, interdisciplinary effort involving the local sponsor and the following disciplines: civil engineer, landscape architect, levee and/or dam safety engineer, environmental engineer, geologist, biologist, and additional related disciplines, as appropriate.

Planned research is intended to compliment this guidance: future editions will include field studies of vegetation impacts to flood damage reduction structure and helpful information on the root system characteristics of various plant species.

This ETL applies to all USACE Commands having Civil Works responsibilities and to all flood damage reduction projects for which USACE has responsibility for design, operation, maintenance, inspection, or certification. Applicability to non-federal projects is as follows: under the Rehabilitation and Inspection Program (RIP), the USACE performs inspections of non-federal projects (i.e. projects built by local communities then incorporated into the RIP) under ER 500-1-1 and the provisions of Public Law 84-99.

ETL 1110-2-571 is available at the USACE Headquarters Publications homepage at the following web address:
<http://140.194.76.129/publications/eng-tech-ltrs/etl1110-2-571/entire.pdf>

Draft NED Deep Draft Navigation Manual Available for Review Erin Wilson, Institute for Water Resources

The draft version of the "NED Deep Draft Navigation Manual" is now ready for review. All review comments should be e-mailed to Ms. Erin Wilson at erin.l.wilson@usace.army.mil by June 11. The document can be found on SharePoint under the Economics Sub-Cop and "Deep Draft Manual Review" folder in shared documents or please e-mail Ms. Wilson. There is a PDF and Word version for the reviewer's convenience. Any comments and suggestions would be appreciated."

The link to the Economics Sub-Cop website (available only to Corps employees) is as follows:
<https://kme.usace.army.mil/CoPs/CivilWorksPlanning-Policy/econ/default.aspx>.

U.S. Army Corps of Engineers Pittsburgh District and the Port of Pittsburgh Commission to host the PIANC USA Annual Meeting 2009 15-16 July 2009, Pittsburgh, PA

PIANC USA will hold its 2009 Annual Meeting and technical tour in Pittsburgh, PA, on July 15-16, 2009. The meeting will be hosted by the Port of Pittsburgh Commission and the USACE Pittsburgh District. There will be a full-day technical program on July 15 and a walking tour of the dewatered Emsworth Main Lock Chamber on July 16. The meeting will be held in conjunction with a PIANC Working Group 125 (River Information Services) meeting. Additional information concerning the Annual Meeting is available at the PIANC website:
<http://www.pianc.iwr.usace.army.mil/conann2009.cfm>

Dredged Material Assessment and Management Seminar 15-17 September 2009, Detroit, MI

The Dredging Operations Technical Support (DOTS) and the Dredging Operations and Environmental Research (DOER) Programs will be hosting a Dredged Material Assessment and Management Seminar September 15-17, 2009 in Detroit, MI. Like previous seminars, this three day meeting will offer presentations and demonstrations from leading experts from both within and outside of the Corps. Based on the overwhelming positive comments received from last year's meeting, we have decided to continue with the format developed for the 2008 Seminar. See the following link for the presentations made at the 2008 seminar:
<http://el.erdc.usace.army.mil/training.cfm?Topic=Workshop&List=08apr-doer>.

The seminar program includes updated information on the science and engineering of dredged material assessment and management. The Dredging Seminar portion of the agenda has been streamlined to fit within 1.5 days and will cover "the basics" of dredged material assessment and management. Following this portion of the agenda, one half day will be divided between a session highlighting DOER research and one highlighting dredging issues in the Great Lakes region. The third and final day of the Seminar will focus on the assessment and management of risks from dredged material resuspension.

Information on registration, accommodations and other logistical matters will be posted at
<http://el.erdc.usace.army.mil/dots/training/dmams.cfm>. For additional information please contact Ms. Sandra Brasfield at Sandra.M.Brasfield@usace.army.mil.

FEATURED ARTICLES

Many Line Up for the Eastern States Collaborative Water Workshop

By Ada Benavides, USACE Headquarters

When the planets align, goals and objectives are clear, people are committed to them, energy flows, and results are achieved. This is what seems to have occurred when participants gathered in Lake Buena Vista (Orlando), Florida on February 17-19, 2009, to share information about critical water resources needs, strategies to achieve them, and partnerships to provide a foundation for collaborative water resources planning in the Eastern region of the nation.

Working under the auspices of the Corps of Engineers “Building Strong Collaborative Relationships for a Sustainable Water Resources Future” initiative, representatives of 10 eastern States and the District of Columbia, three interstate River Basin Commissions, seven Federal agencies, and 6 non-governmental organizations joined together to engage in a dialogue about critical water resources needs and strategies – especially partnerships – to address them.

The Eastern States Collaborative Water Workshop was the first of three regional conferences conducted as part of the project to facilitate leveraging Federal resources to support the States’ water resources planning and management. These three regional conferences, in turn, will lead up to a national conference scheduled for August 2009. The goal is that Federal agencies continue to align and join forces to better support water resources planning across the 50 United States.



Mr. Steven Stockton

“The need is great. The time is now,” said Steven Stockton, Director of Civil Works, in welcoming the participants. He outlined the water resources challenges facing the States today and into the future and encouraged the participants to engage, listen, and seek new opportunities for collaboration.

The Corps joined the Bureau of Reclamation, the U.S. Environmental Protection

Agency, the Federal Emergency Management Agency, the National Oceanic and Atmospheric Administration, the National Science Foundation, the Bureau of Land Management, and the U.S. Geological Survey in welcoming representatives from the District of Columbia, Florida, Georgia, Maryland, Massachusetts, New Hampshire, Pennsylvania, Rhode Island, South Carolina, Virginia, West Virginia, the Delaware River Basin Commission, the Interstate Commission on the Potomac River Basin, the Susquehanna River Basin, the American Society of Civil Engineers, the Association for State Floodplain Managers, the American Water Resources Association, the National Association for Flood and Stormwater Management Agencies, the Nature Conservancy, the University of Florida and the University of Georgia for discussions. In addition, representatives from the state of Oklahoma, and the Great Lakes Commission were invited to join in discussions.



Dr. Timothy Feather

Dr. Timothy Feather, principal investigator at CDM, a consulting firm providing research and facilitation services to the Corps in support of this initiative, presented the results of a review of the Eastern states’ water resources planning and management efforts, noting that “all states engage in some form of planning; however, there is no single or consistent Eastern approach to water management across the 18 States, the District of Columbia, or three interstate river basin commissions.” He reported that a few States have comprehensive and integrated State water plans; and some are guided by State-level policies, frameworks, or guidance; but most focus on implementing water supply and water quality programs regionally or locally. The U.S. Environmental Protection Agency helps the States protect water quality through well-developed programs, he said, and several States have formulated statewide water supply plans to address severe and protracted droughts. All states, he reported, want more data and better modeling, in addition to increased funding to support hiring, monitoring, and modeling of hydrologic processes.



Mr. David Knight

Mr. David Knight, Special Projects Manager for the Great Lakes Commission, described the process used to develop the Great Lakes Compact, an example of a new management approach to the Great Lakes. It took awareness that a private shipper obtained a permit to divert 158 million gallons of water from the Great Lakes to strengthen compacts among eight U.S. States and two Canadian

provinces to protect the waters of this important system.

Mr. Duane Smith, Executive Director of the Oklahoma Water Resources Board, reported on that state's effort to develop a statewide roadmap for water resources planning – especially for water supply, water quality, and infrastructure – through active public involvement, integration of sound science, and incorporation of expert opinion in a new Federal-State partnership that was authorized in the Water Resources Development Act of 2007. “The Corps culture must change,” he said, “if the partnership is to work.”



Mr. Duane Smith, Executive Director of the Oklahoma Water Resources Board, discussing the Oklahoma Comprehensive Water Plan before attendees of the Eastern States Collaborative Water Workshop, Orlando, Florida

A working example of a strong and effective partnership is the recently released report on climate change produced by the collaborative effort of the U.S. Geological Survey, U.S. Army Corps of Engineers, the Bureau of Reclamation, and the National Oceanic and Atmospheric Administration to highlight the potential impacts of climate change on

water resources. In a briefing on this effort, Ward Staubitz, Cooperative Water Program Coordinator for the USGS, emphasized that the concept of “stationarity” is dead and that water resources planning must consider change – especially climate change – in a dynamic model that incorporates flexibility, uncertainty, robust alternatives, and adaptive management.



Mr. Richard Engberg

Mr. Richard Engberg, Technical Director of the American Water Resources Association reported on the series of water policy dialogues and summits that AWRA has sponsored to elevate water resources issues for decision and policy makers at the highest levels.

Mr. Engberg emphasized that water resources managers must overcome the ad hoc approach to water policy and work together in interdisciplinary teams toward a national water vision based on overarching principles and sound science for better coordination of Federal water resources policies at a watershed scale.

Small groups of mixed State, interstate, Federal, and NGO representatives met in working group sessions to identify and prioritize critical water resources needs, strategies to address these needs, and current and potential partnerships to promote collaborative planning and problem solving. These small groups also highlighted new Federal, State, interstate, and non-governmental roles in water resources.

These five work groups reported on their discussion of three questions:

- (1) What are your critical water resources needs?
- (2) What strategies are you using or can you use to address these needs?
- (3) What collaborations and partnerships do now have or might have in the future to help you address these needs?



One of the break out working groups at the Eastern States Collaborative Water Workshop, Orlando, Florida

A similar workshop is scheduled for the Western States on April 19-21, 2009 in Kansas City, and another for the Central States on June 23-25 in St. Louis. Results of the Eastern, Western, and Central Regional Workshops will be presented at a national conference on August 25-27, 2009 in Washington. This latter gathering is expected to draw participants from across the 50 States, Federal agencies, other water agencies, members of Congress and staff and Administration leaders.

“This conference is key in this effort. I expect that a diverse water resources brainpower will be gathered to emphasize the Nation’s water priorities. This is just the beginning of a great collaborative journey in putting America’s water infrastructure first. We have waited too long to join forces and unify in a single voice. The opportunity is calling for all decision makers to join their voices for a better water future” said Ms. Ada Benavides, Project Manager at Corps Headquarters.

Supporting this effort were team members Amy Sharp, LRD; Joseph Forcina, NAD; Dennis Barnett, SAD; and Angela Freyermuth Rock Island District.

Participants in Orlando agreed that the Eastern Region conference was most worthwhile. The planets seem to be aligned for good things for better water management – a good thing! Many participants indicated that they are willing to line up for this cause.

For additional information about this initiative, please contact Ms. Benavides at Ada.L.Benavides@usace.army.mil

Mississippi Valley Division Planning Conference 2009

Susan Smith, Mississippi Valley Division

On 13-16 April 2009, the MVD Planning Community of Practice (CoP) held the MVD Planning Conference in Moline, Illinois, with approximately eighty people in attendance. The theme of this conference was “The Value of Review, Resources, and Regionalization.”

MVD Planning Conferences are offered biennially to share information, gain insights from people outside of USACE, build relationships across USACE and with others, share lessons learned and information on new techniques, provide a vision of the future direction of planning, and build an understanding of the region’s total planning program. Our speakers are selected to provide a representation of both our internal and external customers/stakeholders. As a result of these conferences, we believe that the state of planning in MVD is enhanced and our planners are better prepared to meet contemporary planning

challenges in a collaborative environment.

To ensure our conferences are of interest to planning practitioners across MVD, a team of energetic, talented planners is assembled from across our districts months in advance of the conference. This team determines the direction of the conference, highlights needed focus areas and conference topics, and then identifies those speakers whom can provide the most information and insight and challenge us to think beyond our current way of doing business. The enthusiasm this team puts into the conference planning ensures a successful outcome.

This year’s conference began informally with an icebreaker during the evening of 13 April, during which time Rayford Wilbanks, the MVD Planning CoP Leader, revealed to conference attendees unknown aspects of our personalities based on our “candy choices.” This venue provided the perfect opportunity to laugh and begin to build networks and reinforce relationships across MVD and USACE. On the morning of 14 April, Rayford formally kicked off the conference with a discussion of learning and

the need for continued learning. He challenged participants to learn during the conference, ask questions, and seek out speakers for further discussion. He also discussed the value of success, the need to do things right the first time, and then he transitioned into the conference goals: being fully informed, improving quality, improving delivery, and improving and developing relationships. Lastly for the more experienced planners, he challenged them to reach out to new planners, adding “you cannot hold a torch to light another’s path without brightening your own.”

Over the next 2-1/2 days, we were fortunate to hear from some very distinguished speakers including Roger Cockrell and LetMon Lee, staff members from the Senate Energy and Water Development Appropriations and Transportation and Infrastructure Subcommittees, respectively; Tab Brown, the Leader of the USACE Planning CoP; John Meador, Acting MVD Programs Director; Mark McKevitt, Office of the Assistant Secretary of the Army (Civil Works); Jan Rasgus, Joe Redican, Tom Hughes, and Leigh Skaggs from HQUSACE; Marc Miller, the Director of the Illinois Department of Natural Resources; Gretchen Benjamin, The Nature Conservancy; Eric Schenck, Ducks Unlimited; and Rick Nelson and Dave Walther, U.S. Fish and Wildlife Service.

These speakers and others shared their understanding of the issues, their insights, and the nuances associated with conducting a water resources planning study and ways to improve quality and delivery. Conference presentations included topics such as: the “State of USACE Planning and Our Path to Planning Excellence” presented by Tab Brown; “The Intent of WRDA 07 and What It Means for USACE” presented by Let Mon Let, the “Status of Appropriations, Budget Constraints, and How We Can Better Articulate Funding Needs” presented by Roger Cockrell; “The Value of Review; Resources and Regionalization”; “A Perspective from Others on the USACE Planning Process”; and “A Local Sponsor’s Perspectives on Watershed Studies.”

Another highlight of the conference was the Awards Luncheon held on the first day. At that time, recognition was given to the team who planned the conference and the newly selected Plan Formulation Regional Technical Specialists were announced.

MVD’s 2007 Planning Associate, Shawn Phillips (MVM) and 2008 Planning Associates, John Peukert



Tab Brown, USACE Chief of the Planning and Policy Community of Practice discussing the state of planning and the path to planning excellence



Roger Cockrell, Staff Member, Senate Energy and Water Development Appropriations Subcommittee

(MVS) and Gregg Williams (MVM), were honored with plaques.

Plaques were also presented to the 2007 and 2008 Planning Excellence and Outstanding Planning Achievement Award winners recognizing their commitment to excellence. Tim Axtman (MVN) is MVD’s 2008 Planning Excellence Award winner and the Louisiana Coastal Protection and Restoration Study Team (MVN) is MVD’s 2008 Outstanding Planning Achievement Award winner.

A new MVD award, the MVD Planning Advocate Award, was presented to Susan Smith (MVD) by Rayford Wilbanks. The professionalism and dedication exhibited by these planners reflect great credit upon themselves, MVD, and USACE.



Conference Planning and Support Teams (from left to right): Roger Perk, MVR; Shawn Phillips, MVM; Deanne Strauser, MVS; Gary Young, MVK; Camie Knollenberg, MVR; Ellen Milliron, MVR; Amber Kraciun, MVR; Carol Jacks, MVR; Diane Karnish, MVR; and Rayford Wilbanks, MVD. Not shown: Elliott Stefanik, MVP; Michelle Rachel, MVN, Terri Lewis, MVN, and Susan Smith, MVD.



Rayford Wilbanks, MVD Planning CoP Leader; Tab Brown, USACE Planning CoP Leader; Jodi Staebell, 2007 MVD and USACE Planning Excellence Award Winner; COL Tom Smith, MVD Planning Functional Champion and MVM Commander; and John Meador, Acting MVD Programs Director.

Throughout the conference, Rayford took time to share tidbits of wisdom and encouragement. This “food for thought” highlighted for participants the need to balance life and work for the good of the individual, their family, and USACE. The leadership demonstrated by Rayford throughout the conference, combined with his concern for the individual, succeeded in invoking an “esprit de corps” amongst MVD planners. Now we are prepared to face the planning challenges of the future.

We concluded the conference with an After Action Review – what went well and opportunities for further improvement. These ideas will be used when the next conference planning team comes together to begin work on a new and improve 2011 MVD Planning Conference. As always, we will be inviting all planners (through your MSC Planning Chief of course) to join us as we learn, share, and grow as water resources planners. We hope to see you then!

Corps personnel who would like to view the 2009 MVD Planning Conference presentations and other information posted on the HQUSACE Planning CoP Sharepoint site under Shared Documents can visit: <https://kme.usace.army.mil/CoPs/CivilWorksPlanning-Policy/default.aspx>.

The Planning Associates Class of 2009 - A Day in the Life of a P.A. and "The D.C. Experience"

By Lisa A. Rabbe, Alaska District

The Planning Associates class of 2009 spent three weeks in March in Washington D.C. We met with U.S. Army Corps of Engineers leadership and Headquarters' staff as well as leaders and representatives of other federal agencies and stakeholders involved in water resources policy, planning, and decision making. The focus of this month's article is to touch on the breadth of information and people we were introduced to during this course. The course owner for the D.C. Experience is Joy Muncy of IWR.

The Goal of the D.C. Experience is to enhance the Planning Associates' knowledge and expand our network with HQ, the Office of the Assistant Secretary of the Army (Civil Works) (ASA(CW)) and the Office of Management and Budget (OMB). In addition, we were introduced to the Institute for Water Resources (IWR) and other entities in the D.C. area to get a better understanding of all Corps business lines and how they work at the national level.

This was a packed three weeks! Every day was full of new learning experiences and meeting people that really make a difference in the water resources business. When writing this article, I realized that this could actually be a book. There was so much information given each day that I really couldn't dive into the details of every day or discuss every speaker, so I thought I'd give the reader an idea of what a typical day is like for the P.A. as well as a general overview of the D.C. Experience.

A Day in the Life of a P.A.



Mr. Harry Kitch

It's 6:30 am and the PA's are congregated in the hotel lobby ready to walk to the Metro and head to the GAO building for our first day of the "D.C. Experience" course. After passing through security and making our way to the conference room we were greeted by Harry Kitch, PA

Program Director and were ready for our first speaker by 8:00 am.

Major General Merdith W.B. Temple, Deputy Commanding General for Civil and Emergency Operations, addresses the group and has several take-away messages for us. He emphasized the importance of the planner and how the ability to work with sponsors and balance the needs of the nation is truly a premium. "Risk communication is critical and we must get beyond sequenced phases or projects and work in a more parallel way to get the projects done faster." He also discussed the stimulus package and expressed that it will be critical that the Corps performs and executes, as this could set the stage for the way the Corps is funded in the future.

After our briefing from General Temple, Mr. Kitch and Joy Muncy talk with us about several issues and then it is time for us to each meet with our Regional Integration Team members to discuss the role they play and catch a quick lunch before we head back upstairs for the afternoon presentations.

The afternoon session was led by Doug Lamont, Mark McKeivitt, Marianne Matheny-Katz and Cliff Fitzsimmons from the ASA(CW) office. The ASA (CW) has the principal responsibility for the overall supervision of the functions of the Department of the Army relating to all aspects of the Civil Works Program. This was a very enlightening session as the PA's were introduced to people who have a direct impact and influence on our projects.

Mr. Lamont was appointed in 2004 as the Deputy Assistant Secretary of the Army (Project Planning and Review). He serves as principal advisor to the ASA(CW) on Corps' water resources projects and on the planning and review processes. He is responsible for providing objective and independent assessments of Corps projects and for resolving issues that might arise during the review of these projects. Mr. Lamont and the other members of the Office of the ASA(CW) reviewed the organization and history of the Planning Project and Review office as well as their responsibilities. The reviews done by the ASA (CW)'s office is focused on the three E's - Engineering, Economics, and Environmental Acceptability - and the federal interest.

In addition to being able to articulate more of their expectations for the Corps planning community, they



Meeting with the Marianne Matheny-Katz, Doug Lamont and Mark McKeivitt of the Office of the Assistant Secretary of the Army for Civil Works

also were quick to ask for feedback from the field. We enjoyed this open communication style as we realized they do value opinions from the field.

We left the ASA(CW)'s office around 5:00 and went to the Russell Senate Office Building on Capitol Hill, where the Pacific Northwest Waterways Association was having their 75th annual reception. We met with various people and entities that are concerned about both salmon issues as well as the Columbia River as a whole. This was a fun event because we were able to talk about salmon while sampling it! We arrived back at our hotel by 9:30pm. That was our first day in D.C. and hopefully gives an idea of how full each day was.



The Planning Associates Class of 2009 at USACE Headquarters

The Rest of the D.C. Experience

During the following two days at headquarters several people came to presentations to the group. Mr. Tab Brown, Chief of Planning and Policy Division, inspired us to be the best planners we can be and to make the most of the PA Program. He also discussed Planning's capabilities and the Planning Community of Practice. He emphasized the need to just "get it right the first time."

Ms. Jan Rasgus, Senior Policy Advisor in the Policy Division gave us an overview of the legislative and authorization process followed by Mr. Andy Miller, Program Manager in the Program Integration Division of headquarters who spoke to us about the budget cycle, appropriations committees and various appropriation trends along our business lines. John Furry and Larry Prather gave us an in-depth history of Water Resource Policy and Robyn Colosimo and Lee Ware, former and current Chiefs of the Office of Water Project Review, spoke to us candidly about the realities of the entire review process.

Pentagon Tour and Visit with the Office of Management and Budget

Our day began by going to the Pentagon and having the opportunity to visit with Mr. John Paul Woodley, Jr., outgoing ASA(CW) and George S. Dunlop, former Deputy Assistant Secretary of the Army (Policy and Legislation).

These are politically appointed positions and they maintain an extensive interface with the Executive Office of the President, Congress, the Department of Defense, other elements of the Army Secretariat, as well as other government departments and agencies, tribes, states and other public and private parties interested in the Army Civil Works program.

Following our inspiring meeting with these gentlemen on our roles in water resources planning, we took a tour of the Pentagon, including a visit to the 9-11 Memorial. After lunch, we headed to the New Executive Office building, headquarters to the Office of Management and Budget, passing the White House along the way. At OMB, we had the opportunity to speak with Mr. Gene Ebner, Chief, Water and Power Branch. He explained that OMB was created in the 1970's to bring private sector scrutiny into the federal budget process and that

OMB influences policy, but it doesn't make it. They support the administration's agenda and therefore that is why our programs undergo OMB's scrutiny.



Mr. Gene Ebner, OMB and Jeremy LaDart, Mobile District

IWR Experience

Mr. Bob Pietrowsky, Director of the Institute for Water Resources, welcomed us and gave us an overview of the role that IWR plays in water resources planning. Several IWR staff spoke to us about their particular roles. Mr. Joe Manous, Future Directions Team Leader, spoke with a lot of enthusiasm about the strategic planning and direction for the Corps and Ms. Lynn Martin, Environmental Planner, gave us an update on Regional Sediment Management. Hal Cardwell, discussed the Corps' Shared Vision Planning program and Anne Cann discussed the importance of partnering with other agencies and shared information about the partnership agreement between the National Resources Conservation Service (NRCS) and the Corps. Ms. Ginny Pankow, discussed the vast amount of data that IWR collects and makes available to planners with regards to the navigation industry and Lillian Almodovar, Supervisory Economist Manager, reviewed IWR's support to the Planning Community of Practice.

We also had the opportunity to meet Mr. Terry Breyman, a former Planning Associate who is currently serving at the Council of Environmental Quality. It was very enlightening to hear what he had to say and quite inspiring to see where this former PA has taken his career. We also heard from David Conrad from the National Wildlife Federation. To hear national perspectives on water resources from a not-for-profit organization was very beneficial.

We also had the opportunity to hear from other federal agencies that work in the water resources field. Robin Simms-Elliott from the U.S. Fish and Wildlife Service came and spoke to us about wetlands and the importance of collaboration and Ms. Jan Surface from the NRCS spoke to us about the work their agency has done in regards to Rapid Wetland Assessments and the vast amount of data that is available from their agency in regards to watersheds.

In the afternoon, we heard from Mr. Robert Dawson of Dawson and Associates. Mr. Dawson currently heads a public policy firm that concentrates in the field of water resource policy. This presentation was both informative and entertaining, as Mr. Dawson is an accomplished musician and lightened the mood by playing a few songs on his guitar.



Bob Dawson entertaining us with a few water resources songs

Weekend Work

Over one of the weekends, Dr. Judy Morrison, the course owner from the Team Building Course, facilitated a meeting where she gave the group feedback on how we were doing on certain PA assignments. In addition, she met with each of us individually to discuss results from a leadership assessment we took earlier in the week.

Capitol Hill Day

On our visit to Capitol Hill we met with Mr. John Anderson, Minority Staff Director, House of Representatives Transportation and Infrastructure Committee, Water Resources and Environment Subcommittee, to hear his perspective and experiences from working in the House of Representatives. We then met with Mr. Roger Cockrell, Majority Staff, Senate Energy and Water and Related Agencies Appropriations Subcommittee and heard what his experiences were like working in the Senate. Both of these gentlemen were previous

Corps employees before beginning their positions on Capitol Hill.

In the afternoon we had the opportunity to tour the Capitol and sit in on hearings, as well as sitting in the balconies of both the Senate and House chambers. Afterwards, we each sought out our respective representatives or senators to introduce ourselves and discuss our District's projects.



Representative Don Young and Lisa Rabbe, Alaska District

Risk Assessment Day

Dr. Monique Turner taught us the basics of Risk Communication. Risk communication is not spin, damage control or a crisis management technique. It is engaging in activities of communication before, during and after an event and is an integral part of an emergency response plan.

Media Day

This was probably one of the more nerve-racking days we had. Each of us had to do a mock television interview regarding a controversial project with very little time for preparation, which is often the case in a real interview. The training really emphasized knowing and expressing the Corps key messages, but when we did the mock interviews, we realized how difficult it can be to deliver those messages without getting flustered. This was a humbling experience and I learned that I'll just call Jodie Foster from the Fort Worth District to handle my interviews. He remained cool and collected during his interview!



Jodie Foster, Ft. Worth District, honing his skills during a mock interview session on Media Day

Shadow Day

During Shadow Day I had the opportunity to accompany Mr. Mark McKevitt of the Office of the Assistant Secretary of the Army (Civil Works). It was a day full of meetings, deadlines, quickly hoping the Metro for an awards ceremony and then getting back to the office to finish up a few more tasks.

Mark currently serves as an Environmental Planner for the ASA(CW) in Washington, DC. He is responsible for evaluating Corps' flood control, navigation, ecosystem restoration, and other water resources development projects for compliance with proper planning and benefit analysis, and with environmental laws and regulations, as well as ecosystem restoration policy. Working with other agencies, the Corps' HQ, Division, and District offices, he provides oversight for Corps' Civil Works water resources development planning studies and facilitates resolution of issues in the areas of ecosystem restoration and plan formulation policy, as well as environmental compliance including the National Environmental Policy Act (NEPA). Mark also coordinates and defends projects with OMB.

What a fantastic experience. Just following him around for a day made me appreciate the demands of his job. I wasn't the only PA that left with a new respect and admiration for the folks who work at HQ. Terri Jordan, a biologist from the Jacksonville District stated "I am known for being "high speed" - but Robyn Colosimo made me feel like I was standing still! She showed me just how busy the people are and how diverse the issues are at Headquarters."



**Robyn Colosimo and Terri Jordan,
Jacksonville District on Shadow Day**

Final Wrap Up

On our final day, we heard from Ms. Cammie Knollenberg on the art of review. This was a great interactive presentation because we went through the basics of what a good review is and worked through some examples. I was able to put this skill to use immediately upon my return to the District. After three long and very busy weeks, the course wrapped up late Thursday afternoon. Harry Kitch and Joy Muncy spent time with us reviewing how the past three weeks went as well as requesting feedback on how the entire PA Program experience has been so far and if courses were meeting our expectations. I think I can speak for our class when I say that the PA Program is eye-opening and one of the best experiences I have had in my Corps career thus far.

Our class would like to thank Joy Muncy, D.C. Experience course owner, for all the effort she expended to put together three weeks of non-stop learning in D.C.

Looking back, we had covered a lot of material, met a lot of experienced and influential people in the water resources development field. We were provided a glimpse of how things operate at HQ, ASA(CW), OMB as well as IWR and other agencies and non-governmental organizations that share responsibility in the water resources arena. This has been said before, but it is worth repeating, a reoccurring theme was the importance of communication and collaboration in the planning process. We left knowing there is a network of people and points of contact to draw on in the future when we need assistance or have challenges when dealing with policies and procedures that ultimately decide the fate of our projects.

In the end, the message that lingered in my mind was that our efforts are ultimately not just about water resources. It is about serving the nation to the best of our ability, by working together as a team to solve problems. We must recognize that there are checks and balances and while we may not always fully understand all the nuances, there are many dedicated people in this industry at all levels. It is our responsibility to work together to ensure the nation's water resources are both utilized and protected for the benefit of current and future generations.

The next stop for the PAs will be Huntington, W.V. for the "Inland Navigation" course and Philadelphia, PA for our "Coastal Storm Damage Reduction" course.

Lisa Rabbe is a biologist and serves as a NEPA coordinator and planner for the Alaska District in the Pacific Ocean Division.

CALL FOR PAPERS

The 4th International Congress of Smart Rivers '21

"The Future of Inland Navigation"

September 6-9, 2009
Vienna, Austria

Deadline: May 29, 2009
www.smartrivers.org

You are invited to submit a draft paper to be considered for presentations and publication at the Smart Rivers '21 Conference 2009 in Vienna, Austria.

Technical papers may address technical subjects as well as the institutional, business and economic aspects of inland waterway navigation. Scientific papers should concentrate on research and scholarship. Policy and organizational aspects concerning inland waterway navigation with reference to smart rivers issues are also welcome. All proposals must be original and report on recent significant and substantive achievements.

Papers of a predominantly commercial nature will not be accepted.

To identify the main subject of your topic we ask to select one topic of the list below. All topics must be related to inland waterway navigation or maritime mode.

Topics:

- Availability of infrastructure
- Economic development
- Climate and Environmental protection
- Water bound tourism
- Contribution of IWT to economic needs
- ICT in IWT
- Transport policy
- Impact of extreme weather conditions
- Role of ports
- Education & Training

Guidelines for paper submission

Submission deadline for papers is May 29, 2009. The official congress language is English. Papers not submitted in English will automatically be rejected.

For submitting please provide following information:

- Draft paper title
- Topic
- Full contact details of the Author
- Paper abstract (10-12 lines)
- Draft paper: min. 3, max. 7 pages

Upon completion of your contribution, you will receive an acknowledgement e-mail confirming your paper number, contact details and chosen topic. Papers submitted will be examined by the Program Committee in charge of the conference. After reviewing all draft papers, applicants will be notified of the paper status by 15th June 2009. Authors whose draft papers have been selected must submit their final paper online by the end of July 2009.

After notification of the selected papers at the end of July 2009, speakers and moderators are requested to register and pay accordingly for the congress. Speakers and moderators will receive a reduced registration fee.

Key dates:

May 29, 2009: Paper submission deadline

June 15, 2009: Authors will be notified

End of July 2009: Authors submit final papers



Did you know.....PIANC Navigation Reports Available to USACE Personnel for Free Downloads

PIANC USA is working with the USACE Library Program to offer free online PIANC Research Material on the USACE Library Program website. All of the PIANC reports currently available in electronic format (fifteen) have been uploaded to the site and are available for free downloads as a pdf. The on-line reports cover navigation topics related to inland, maritime, recreation, and the environment. Recently uploaded reports include titles such as: Climate Change and Navigation; Design of Movable Weirs and Storm Surge Barriers; and Disability Access Guidelines for Recreational Boating Facilities. The content and the amount of material will grow as more reports are supplied. The material is restricted to USACE employees, and may be found in the Online Catalog section of the Library Program website.

Link for Reports: <https://corpsinfo.usace.army.mil/library/index.html>

EMPLOYMENT OPPORTUNITIES

These are but a few of the many available positions advertised on the Army's Civilian Personnel on line website: <http://cpol.army.mil>

(1) Vacancy Announcement Number: **NCFL09381899**

Opening Date: **May 02, 2009** Closing Date: **June 01, 2009**

Position: **YF-03:Supv Civil Engineer (0810), Supv Mechanical Engineer (0830), Supv Electrical Engineer (0850), Supv General Physical Scientist (1301), Supv General Biological Scientist (0401), Supv Architect (0808), Supv Ecologist (0408), Supv General Engineer (0801), Supv Landscape Architect (0807), Supv Environmental Engineer (0819), Supv Hydrologist (1315), Supv Community Planner (0020), Supv Social Scientist (0101), Supv Economist (0110), Supv Geographer (0150)**

Salary: **\$96,460 - \$160,860 Annual**

Place of Work: **HQ, U.S. Army Corps of Engineers; Directorate of Civil Works, Civil Works Policy & Policy Compliance Division, Office of Water Projects, Washington, DC**

Position Status: **This is a Permanent position. -- Full Time**

Number of Vacancy: **1**

NSPS Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at <http://www.cpmc.osd.mil/nsps/index.html>.

Duties: Serves as senior review manager and deputy chief, Office of Water Project Review, under the general administrative direction of the Chief, Office of Water Project Review, with wide latitude for use of individual judgment and initiative in conducting review assignments, and preparing opinions on water resource proposals recommended by District and Division engineers. Reviews the most complex and controversial reports, which recommend construction of new Federal water resources projects and modifications to existing projects. Evaluates reports and projects for conformance with HQUSACE and ASA(CW) policy and planning requirements, existing laws, executive branch directives, and National water resources planning guidelines. Determines if identified water resources needs and plan formulation processes are reasonable. Applies a comprehensive knowledge of water resources planning, to provide guidance to division and district officers and their staffs in resolving report issues.

(2) Vacancy Announcement Number: **SWGJ09495359**

Opening Date: **May 12, 2009** Closing Date: **June 01, 2009**

Position: **YD-03: Economist (0110), Geographer (0150), Social Scientist (0101), Community Planning (0020), General Engineer (0801), Architect (0808), Civil Engineer (0810), Environmental Engineer (0819), General Biologist (0401), Physical Scientist (1301), Hydrologist (1315), Mechanical Engineer (0830), Fishery Biologist (0482), Wildlife Biologist (0486), Electrical Engineer (0850)**

Salary: **\$92,683 - \$128,314 Annual**

Place of Work: **U.S. Army Engineer Division, Great Lakes and Ohio River, Programs Dir, Programs Support Division, DST (Gr Lakes)/COP (Planning), Cincinnati, OH**

Position Status: **This is a Permanent position. -- Full Time**

Number of Vacancy: **1**

Duties: Serves as senior Plan Formulation expert within the Planning and Policy Community of Practice (CoP) for the Great Lakes and Ohio River Division (LRD). Manages and provides quality assurance for economic evaluations and social impact assessments performed within the Division and subordinate districts. Major Civil Works projects within the region include single and multi-objective projects for flood damage reduction, ecosystem restoration, water conservation and supply, hydropower, navigation, coastal and storm damage reduction, water quality and essential emergency response as one or more of the primary outputs. Report recommendations cover improvements comprised of multiple integrated features such as dams, roads, bridges, levees, channels, floodwalls, utility relocations, non-structural measures, environmental restoration and mitigation features, recreation facilities, and monitoring programs.

(3) Vacancy Announcement Number: **SWHB09420879**
Opening Date: **May 06, 2009** Closing Date: **June 05, 2009**
Position: **YD-02/YA-02: Biologist (0401), Physical Scientist (1301), Economist (0110), Social Scientist (0101), Civil Engineer (0810), Community Planner (0020), Hydrologist (1315)**
Salary: **\$60,000 - \$110,115 Annual**
Place of Work: **U.S. Army Engineer Division, Southwestern; Programs Directorate, Program Support Division, Duty Station: Dallas, TX**
Position Status: **This is a Permanent position. -- Full Time**
Number of Vacancy: **1**

NSPS Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at <http://www.cpms.osd.mil/nsps/index.html>.

Duties: You will serve as the Program Manager for the national Water Management and Reallocation Studies Planning Center of Expertise (PCX) at Southwestern Division. You will coordinate the agency technical reviews and independent external peer reviews or safety assurance reviews for planning studies that are within the technical specialty of the PCX. Planning studies may include water demand analyses, water storage reallocation studies, water supply storage agreements, watershed management plans, water control plans, or recreation studies. You will review or coordinate the review of the district project Review Plans and obtain approval of the MSC Commander. You may also review planning study Project Management Plans for scope, schedule, and costs related to appropriate levels of technical analysis and review. Provide technical expertise and guidance on plan formulation and policy issues to District leadership, Division Commander, Chief, Planning and Policy and Director, Programs.

(4) Vacancy Announcement Number: **SWGL09331530**
Opening Date: **March 16, 2009** Closing Date: **September 17, 2009**
Periodic Cut Off Date: 15th day of each month
Position: **YD-02/YA: Civil Engineer (0810), Biologist (0401), Economist (0110), Archaeologist (0193)**
Salary: **\$56,000 - \$91,801 Annual**
Place of Work: **U.S. Army Engineer District, Memphis; Planning, Programs, & Project Mgmt Div, Project Management Branch, Memphis, TN**
Position Status: This announcement may be used to fill permanent full-time, part-time or intermittent positions. Indicate on your resume your availability for any of these appointments.
Number of Vacancy: **Many**

NSPS Position: This position is covered by the National Security Personnel System. For more information on NSPS, please visit the website at <http://www.cpms.osd.mil/nsps/index.html>.

Duties: Incumbent is responsible for assuring the efficient and effective accomplishment and coordination of the planning, development, design, construction, and direction of major civil works projects. Applies an extensive knowledge of management concepts, principles, methods and practices as well as knowledge of methods, practices, and processes of engineering and science disciplines. Must possess a full and in depth understanding of the Corps of Engineers Civil Works procedures and authorization and appropriation processes. The incumbent is required to integrate sponsor/customer requirements and participation into a comprehensive management plan that is fully coordinated with all contributing agencies and organizations including various functional elements within the District, establishing responsibilities and setting expectations; control and manage assigned civil works projects budget and schedule assuring that District commitments to the sponsor/customer are met.

PROSPECT TRAINING COURSES

Upcoming USACE sponsored PROSPECT training courses of interest to the members of the Planning CoP include:

PCC5 H&H Considerations Control Number 409

June 15-18, 2009

Buffalo, NY

This course provides less experienced district and division planners with a basic overview of the Corps of Engineers basic hydraulic and hydrologic concepts in accordance with current policies and procedures. It is developed for those who are relatively new to civil works planning; or, individuals who require an overall understanding of the policies and procedures involved in hydraulic and hydrologic process. This course provides basic information in layman's terms on hydraulics, hydrology, geomorphology, sediment transport, and associated models. Many hands-on demonstrations are utilized to reinforce these concepts. The concepts are then specifically applied to the Corps water resources mission areas of flood damage reduction, coastal damage reduction, navigation, ecosystem restoration, etc. In addition, the course provides a discussion of the development of Project Management Plans and scope versus consequences and includes a field trip and a major class exercise. The target audience for this class is new planners with no formal education in hydraulics and hydrology. While engineers may take this class, it should be recognized that basic principles will be discussed.

Prerequisites: Nominees should be beginning/newly assigned to the Civil Works Planning and/or Project or Program Management areas of the civil works planning programs. Typically, with less than 3-years of related hydraulic and hydrologic experience; or, in fields having a nexus with and relevant need for an understanding of the hydraulic and hydrologic processes and their relationships to civil works project development. Nominees should be currently involved in the planning of civil works water resources development projects. Prior completion of the "Planner Orientation" and "Planning Process" courses from the Planning Core Curriculum; or, the "PCC1 Civil Works Orientation" and "PCC2 Planning Principles and Procedures" PROSPECT courses is highly recommended.

PCC6 PLAN FORMULATION Control Number: 406

July 28-31, 2009

Park City, UT

This course provides less experienced district and division planners with a basic overview of the Corps of Engineers plan formulation process in accordance with current policies and procedures. It is developed for those who are relatively new to civil works planning, or, individuals who require an overall understanding of the policies and procedures involved in the plan formulation process. This course contains one or more field trips and several experiential classroom and field exercises to reinforce application of course learnings. Basic student learning objectives for this course include general understanding of the plan formulation process; the steps of plan formulation and how plan formulation fits within the six-step planning process. Multipurpose plan formulation strategies and approaches for ecosystem restoration, flood damage reduction, navigation and true multipurpose application is covered and discussed through a series of presentations; and, various class, group and individual exercises. Presentations and class exercises also include a field trip based case study(s) designed to provide experiential learning through application of the plan formulation process, plan formulation strategies, guidance and policy. The course is conducted in an informal atmosphere to encourage class interaction.

Prerequisites: Nominees should be beginning or newly assigned to the Civil Works Planning and/or Project or Program Management areas of the civil works planning programs. Typically, with less than 3-years of related plan formulation experience; or, in fields having a nexus with and relevant need for an understanding of the plan formulation process and its relationships to civil works project development. Nominees should be currently involved in the planning of civil works water resources development projects. Prior completion of the "PCC1 Civil Works Orientation" and "PCC2 Planning Principles and Procedures" PROSPECT courses is highly recommended. Priority will be given to students in Grades: GS-5 through GS-11.

To attend these courses or to receive additional information about other PROSPECT training courses, please contact the USACE Learning Center at <http://pdsc.usace.army.mil>.

CONFERENCES

The following is a list of conferences, workshops, and symposia that may be of interest to members of the Planning Community of Practice, as well as other practitioners in field of water resources. Those conferences, workshops and symposia in which the U.S. Army Corps of Engineers has been involved in the organization, sponsorship, or where members of the Corps have been identified as speakers or presenters, are identified in *italics*.

Association of State Floodplain Managers Annual National Conference

June 7-12, 2009

Orlando, FL

Additional information: <http://www.floods.org/Conferences%2C%20Calendar/Orlando.asp>

2009 Association for Conflict Resolution, Environment and Public Policy Section Conference

June 11—13, 2009

Denver, CO

Additional information: <http://www.du.edu/con-res/center/June2009ConferenceEPP.html>

Society of Wetlands Scientists Annual Meeting

June 22-26, 2009

Madison, WI

Additional information: http://www.sws.org/2009_meeting/index.mgi

2009 AWRA Summer Specialty Conference “Adaptive Management of Water Resources II”

June 29—July 1, 2009

Snowbird, UT

Additional information: <http://www.awra.org/meetings/SnowBird2009/index.html>

Coastal Zone 09

July 19-23, 2009

Boston, MA

Additional information: <http://www.csc.noaa.gov/cz>

3rd National Conference on Ecosystem Restoration

July 20-24, 2009

Los Angeles, CA

Additional information: <http://conference.ifas.ufl.edu/ncer2009/>

U.S. Army Corps of Engineers Infrastructure Systems Conference

July 20—24, 2009

Cleveland, OH

Additional information: <http://www.usaceisconf.org/2009/>

Ecological Society of America Annual Conference

August 2—7, 2009

Albuquerque, NM

Additional information: <http://www.esa.org/albuquerque/>

Northeast Shore and Beach Preservation Association “Northeast Beaches Conference”

September 21-23, 2009

Woods Hole, MA

Additional information: <http://www.ieca-nechapter.org/coastal2009.html>

American Shore and Beach Preservation Association “National Coastal Conference: Integrating Science and Policy”

October 14—16, 2009

St. Petersburg, FL

Additional information: <http://www.asbpa.org/conferences/CallforPapers2009-010809.pdf>

Ports 2010

April 25-28, 2010

Jacksonville, FL

Additional information: <http://www.content.asce.org/conferences/ports2010>

PUBLICATIONS

The following is a list of recently published reports, studies, or articles prepared by the Corps of Engineers, other Federal agencies, or other research organizations:

“The New Orleans Hurricane Protection System: Assessing Pre-Katrina Vulnerability and Improving Mitigation and Preparedness” by the Committee on New Orleans Regional Hurricane Protection Projects, National Research Council, 2009, Available at <http://www.nap.edu/catalog/12647.html>

“Research and Applications Needs in Flood Hydrology Science: A Summary of the October 15, 2008 Workshop of the Planning Committee on Hydrologic Science” by William S. Logan and Laura J. Helsabeck, National Research Council, Available at http://www.nap.edu/catalog.php?record_id=12606#toc

“Sustainable Critical Infrastructure Systems: A Framework for Meeting 21st Century Imperatives”, National Research Council, Available at http://www.nap.edu/catalog.php?record_id=12638

“Infrastructure 2009: Pivot Point” by Urban land Institute and Ernst & Young, 2009. Available at <http://www.uli.org/ResearchAndPublications/Reports/~media/Documents/ResearchAndPublications/Reports/Infrastructure/Infrastructure%202009.ashx>

“Prairies and Water Management on Corps Lands” by Pamela Bailey, U.S. Army Corps of Engineers Engineer Research and Development Center, Ecosystem Management and Restoration Research Program, ERDC TN-EMRRP-ER-11, February 2009, Available at: <http://el.ercd.usace.army.mil/elpubs/pdf/er11.pdf>

“Handbook on Gopher Tortoise (Gopherus polyphemus): Health Evaluation Procedures for Use by Land Managers and Researchers”, by Lori Wendland, Harold Balbach, Mary Brown, Joan Diemer Berish, Ramon Littell, and Melissa Clark, U.S. Army Corps of Engineers Engineer Research and Development Center, Construction Engineering Research Laboratory, ERDC/CERL TR-09-1, January 2009, Available at: http://www.cecer.army.mil/techreports/ERDC-CERL_TR-09-1/ERDC-CERL_TR-09-1.pdf

“Library of Habitat Models to Evaluate Benefits of Aquatic Restoration Projects on Fishes” by K. Jack Killgore, Jan Jeffrey Hoover and Catherine E. Murphy, U.S. Army Corps of Engineers Engineer Research and Development Center, Ecosystem Management and Restoration Research Program, ERDC TN-EMRRP-ER-10, August 2008, Available at: <http://el.ercd.usace.army.mil/elpubs/pdf/er10.pdf>

“Restructuring Federal Climate Research to Meet the Challenges of Climate Change”, National Research Council, Committee on Strategic Advice on the U.S. Climate Change Science Program, Available at: http://www.nap.edu/catalog.php?record_id=12595

“Climate Ready Estuaries: Synthesis of Adaptation Options for Coastal Areas”, U.S. Environmental Protection Agency, January 2009, Available at: http://www.epa.gov/cre/downloads/CRE_Synthesis_1.09.pdf

HOW TO SUBMIT AN ARTICLE TO *PLANNING AHEAD*

Planning Ahead is designed to foster communication amongst the members of the Planning community of practice within the Corps, with those other members of the Corps family with which planners interact on a daily basis, and with members of the general public outside of the Corps. It is our goal that future editions of the newsletter will include information and perspectives of those members of the planning community on the front lines of the Corps' planning efforts, the District and Division offices. We hope that this newsletter becomes a forum to share your experiences to help the entire planning community learn from one another. We welcome your thoughts, comments, questions, suggestions, success stories, and lessons learned, so that we can share them with the broader community. Submissions should be moderate in length (4-5 paragraphs), except in cases where the article is compelling and circumstances warrant a lengthier treatment of the subject. The article should be prepared as a MS Word document. Pictures accompanying submitted articles are welcome. Pictures must be in JPEG format. Please send articles to Mr. Kenneth E. Lichtman, at Kenneth.e.lichtman@usace.army.mil

The deadline for material to be published in the next issue of *Planning Ahead* is
Wednesday, June 10, 2009

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To subscribe to our distribution list, send an e-mail message to majordomo@lst.usace.army.mil with no subject line and only a single line of text in the message body. That single line of text should be: "Subscribe ls-planningahead"

(Note: In the email address, the character following the @ sign is a lowercase "L". This is also true for the single line of text. The character immediately following "subscribe" is also a lowercase "L". If these are not typed correctly, you will receive an error message.)

To obtain a "help" file, send only the word "help" in the text of the message (nothing in the subject line) and address it to majordomo@usace.army.mil.

To read past issues of the *Planning Ahead* newsletter, please visit
http://www.usace.army.mil/CECW/PlanningCOP/Pages/pa_news.aspx